

Next Generation Education

Technology and Innovation in Learning

Craig D. Swenson, PhD
Provost/Senior Vice President
University of Phoenix
Senior Vice President
Apollo Group Inc



Size and scope

- » 235,000+ degree enrollments
- » 38 states, District of Columbia, Puerto Rico, Canada, Mexico, Netherlands
- » 55 bachelor's, master's, and doctoral degree programs
- » 227 campuses and learning centers in North America
- » Local Campus, Online, and FlexNet® (blended) instruction

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N

Distinctive features



- » Focus on working students
- » Emphasis on programs not courses
 - » Centralized curriculum
 - » Mapping cognitive domains, sub-domains, competencies to courses
- » Active learning
- » Intensive format
- » Unbundled faculty roles
- » Assess learning
- » Leverage technology to improve learning

Academic vision—4 questions



- » Do our students know what they should know?
- » Can they do what they should be able to do?
- » Are they developing values appropriate to their professions
- » Are they achieving their life and career goals

What if learning were the purpose of education?



- » Teaching vs Learning
- » “Cover the Material”



- » Did they get it?

A global cultural and economic revolution is underway



From oral to scribal culture
From scribal to print culture
From print to digital culture

“The world is flat”

Intellectual work

Digitization of knowledge
Access

Internet as we know it
Browser

Wiring of the world

Ubiquitous access
Bandwidth increase

Work process software





How professionals learn

- » Digital access
- » Just in time
- » Collaborative



The intentional learner

Prepared to succeed in a flattened world



- » Engaged
- » Aware
- » Empowered
- » Self-directed
- » Synthesizers
- » Lifelong learners

The only valid reasons to invest in educational technology

Technology should be a tool,
not a toy

- » Expand access
- » Improve learning
- » Increase efficiency

As high-tech as possible—
as low-tech as necessary



Alignment of learning tools to learning goals

Learning Goals

- » Professional Competence and Values
- » Critical Thinking and Problem-Solving
- » Communication
- » Information Utilization
- » Collaboration

rEsource—organizing and distributing digital content for learning

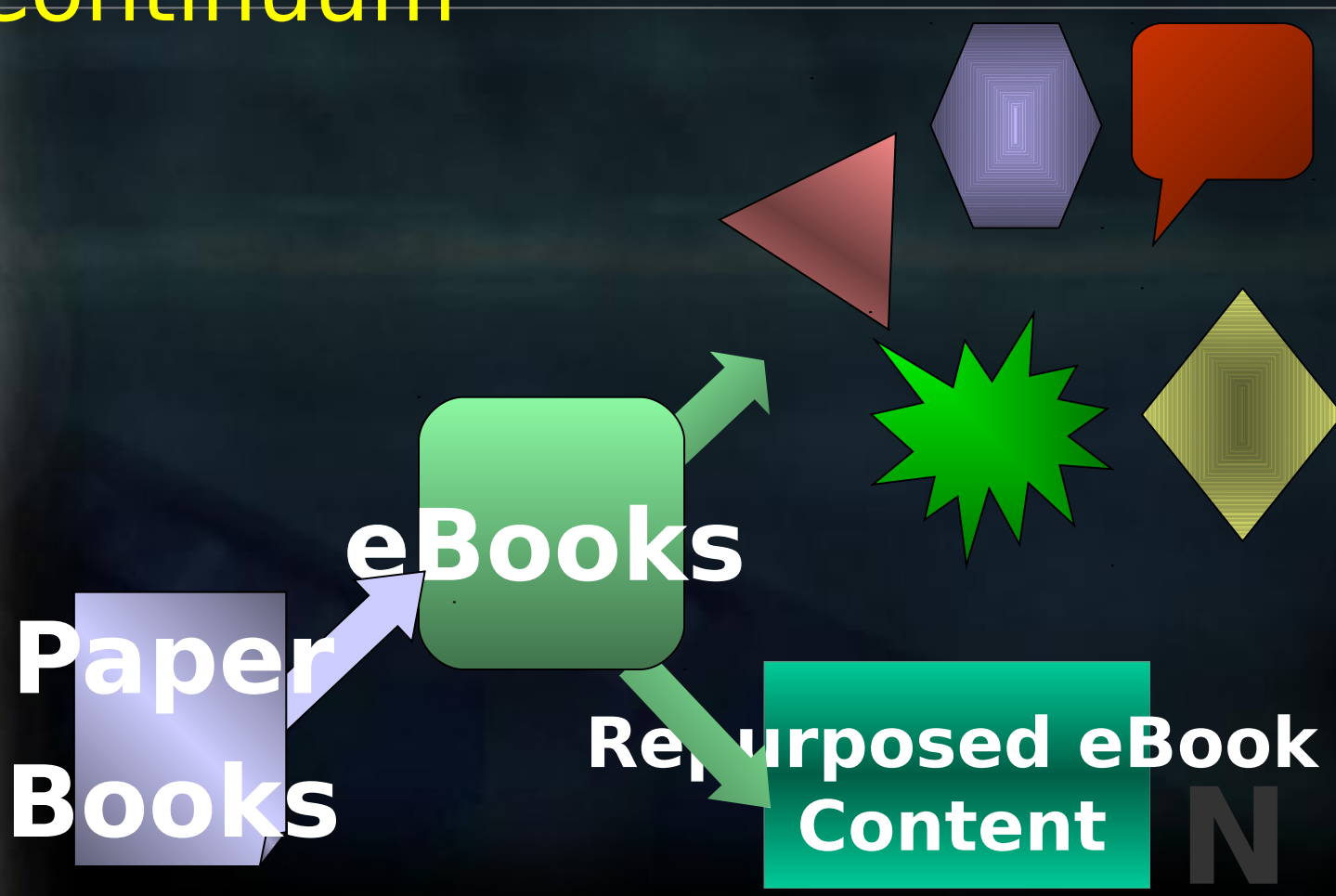
rEsource Goals

- » Increase the richness and variety of learning assets
- » Organize materials in ways that foster learning
- » Teach our students to learn the way professionals learn



Digitization strategy

The Materials Continuum



eSource

What it is...

- » Course management system
- » “Facilitated” learning objects
- » Organizes content in ways that fosters learning

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Welcome Tim Richards - TRN123456789 Help?

Home | Services | Classroom | Programs | Log Out

Welcome to your University of Phoenix Classroom Homepage

Management 410

Finance 375 | General 210

Current Courses

- #Management 410 4
- #Finance 375
- #General 210

Course Discussion

Resource

Management 410

Week One
E-Strategy...

Week Two
Technology...

Week Three
E-Marketing

Week Four
E-Operations

Week Five
E-Business Plan...

Discussions (1)
Assignments (3)

MBA/TM - 004
Software Offers
Downloads

Practice Page
Tutorials
Help Topics
FAQs

Learning Resources

Topics and Objectives

- Define e-business and its impact on traditional business strategies, processes, and functions.
- Analyze trends and forces driving e-business.
- Assess the value proposition and application of e-business to various business models.

Materials

le eBook: Read Chapter 11 of Computer, Computer: An Analysis of the Machine.

Reading: Read Me

Reading: Introduction to Management Chapter 1

Reading: Introduction to Management Chapter 2

Reading: Week One Articles

PowerPoint: Microsoft PowerPoint Slides

Assignments

Learning Team Assignments

Assignment	Grade	Due Date	Status
Teamwork and Migraine Relief	B+	12:01AM, 05/01/2004	W D
Ethics in the Workplace	B	12:01AM, 05/01/2004	D
System Basics in Management		12:01AM, 05/01/2004	G

Ready In Process Rejected Plagiarism Whitepoint Tutor Review Original

Discussion

Thread	Author	Post Date
Week 1 Questions	Prof. Pyncheon	6/10/2004 3:29pm
-What are the skills that a project manager...	Prof. Pyncheon	6/10/2004 2:02pm
-What is the role of the steering committee in...	Prof. Pyncheon	6/11/2004 11:18am
-What are some of the ways to prepare a project...	Prof. Pyncheon	6/11/2004 3:33pm
How can outsourcing be used to address...	Prof. Pyncheon	6/11/2004 3:33pm

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Alignment of learning tools to learning goals

Learning Tools

- » eBook Collection
- » Read-me-First
- » Simulations, Virtual Organizations, and Inside Stories
- » University Library
- » Center for Writing Excellence
 - » WritePoint
 - » Plagiarism Checker
- » Center for Math Excellence

eBook Collection

Features

- » Topical and current
- » “Best of the Best”
- » Expands research options
- » More than 500 titles
- » All titles available to all students and the faculty

The screenshot displays the University of Phoenix eBook collection interface. At the top, a blue banner reads "Welcome, STUDENT TEST - IRN: 3800014295 Help?". Below this, the University of Phoenix logo is visible on the left, and a "Home" link is on the right. A "Support" menu on the left lists "About", "Features", "DRM & Security", "FAQ's", and "Feedback". The main content area features a search bar with "this Chapter" entered, and links for "Buy This Book", "Download eBook", and "Print Chapter". Below these are options for "Margins", "Font Size", "Font Style", and "Paging is Off". The chapter title "Wharton on Managing Emerging Technologies" is prominently displayed, followed by "Chapter 2: Avoiding the Pitfalls of Emerging Technologies". The authors, George S. Day and Paul J. H. Schoemaker, are listed, along with their affiliations at The Wharton School. The ISBN is 0471361216, and the copyright is © 2000 John Wiley & Sons, Inc. The chapter content begins with the title "Avoiding the Pitfalls of Emerging Technologies" and a paragraph discussing the market position of incumbent firms.

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Welcome, STUDENT TEST - IRN: 3800014295 Help?

Home

Support

- About
- Features
- DRM & Security
- FAQ's
- Feedback

Search for Search

Chapter/Search [+]

Quick Search

Buy This Book Download eBook Print Chapter

Margins Font Size Font Style Paging is Off

Wharton on Managing Emerging Technologies
Chapter 2: Avoiding the Pitfalls of Emerging Technologies
ISBN : 0471361216 Author : George S. Day, Paul J. H. Schoemaker
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Avoiding the Pitfalls of Emerging Technologies

George S. Day
The Wharton School
Paul J. H. Schoemaker
The Wharton School

The market position and resources of incumbent firms should give them an advantage over newcomers. Yet many incumbents have a poor track record in developing and managing emerging technologies. What goes wrong? This chapter examines some of the major traps for incumbent firms that have been identified through research and discussions with managers. These include delayed participation, sticking with the familiar, failure to fully commit, and lack of persistence. Can these traps be avoided? The authors present four strategies that can help companies steer clear of these pitfalls: attending to signals from the periphery, building a robust learning capacity, maintaining strategic flexibility, and designing the proper degree of organizational separation.

Enhancing critical thinking through SIMS

- » Computer-based, interactive programs
- » Allow decision making within “safe environment”
- » Immediate feedback
- » Integrated into all subject areas


Marketing Management
Channel Development and Pricing

University of Phoenix

i Scenario
Now you have to choose your resellers. While you would ideally like to sign up all resellers, you need to consider the capacity of your sales team, represented here in the Sales Effort Index. This gives you an indication of the effort required to cover each type of reseller—your total effort cannot exceed 100% on this index. West, Taylor, and Nicholas have their own suggestions. **What is the mix of PC Superstores, PC Stores, and Retailers you would choose to achieve your target of 160,000 units? And what would your price be?**

• Distribution Basics

 While I do understand that maximizing coverage is important, I wonder whether we would end up having more resellers than is necessary—this might lead to horizontal channel conflict. PC Superstores and PC Stores are very important channels—hence I suggest that we consider most of the PC Superstores and PC Stores. For the rest, we should consider Retailers. Moreover, we should probably drop price by \$50. Since most of the key players are priced around \$995, this reduced price will enable us to reach our targets, even if it means a drop in profitability.



Roger West Claire Taylor Mark Nicholas

☐ Sellwell Distributors ☐ Northumbria Distributors ☒ Anglica Associates

PC Superstores 3 Price (\$)

100% 180,000
50% 90,000

Mining data/solving problems in Virtual Organizations

What They

Are...

- » Replicate businesses, schools, healthcare and government organizations
- » Confidential or proprietary data from wide range of industries
- » Provide real-world context for gathering data and solving problems

Internet

Intranet



Start Your Application

McBride Offices

F. A. Q.

Mortgage - Real Estate News
Free Ticker by Mortgage Leads Guide

Survey Shows Record Home Price Appreciation
A record number of metropolitan areas hit the jackpot in house price appreciation in 2004. But the big gains were not shared by all.

Mortgage Rates Down Again
Mortgage Rates Fall According To Freddie Mac.

Home

Contact Us

McBride Financial Services

Your One-Stop Mortgage Provider

Our Mission:

McBride Financial Services will be the preeminent provider of low cost mortgage services using state-of-the-art technology in the five state area of Idaho, Montana, Wyoming, North Dakota, South Dakota. We thank you in supporting our mission!

Who We Serve:

- Professionals purchasing either a primary or secondary residence.
- Retirees purchasing a primary or secondary residence.
- Families and/or individuals purchasing recreational properties.

What We Offer:

Upon approved credit, we will provide:

- Credit Report
- Home Inspection
- Appraisal
- A Mortgage at the lowest rate available

All at a fixed price of \$1,500!

Business Philosophy:

Our customers will receive the most efficient and effective processing of mortgage applications from inception to closing.

Examining company conflict through inside stories

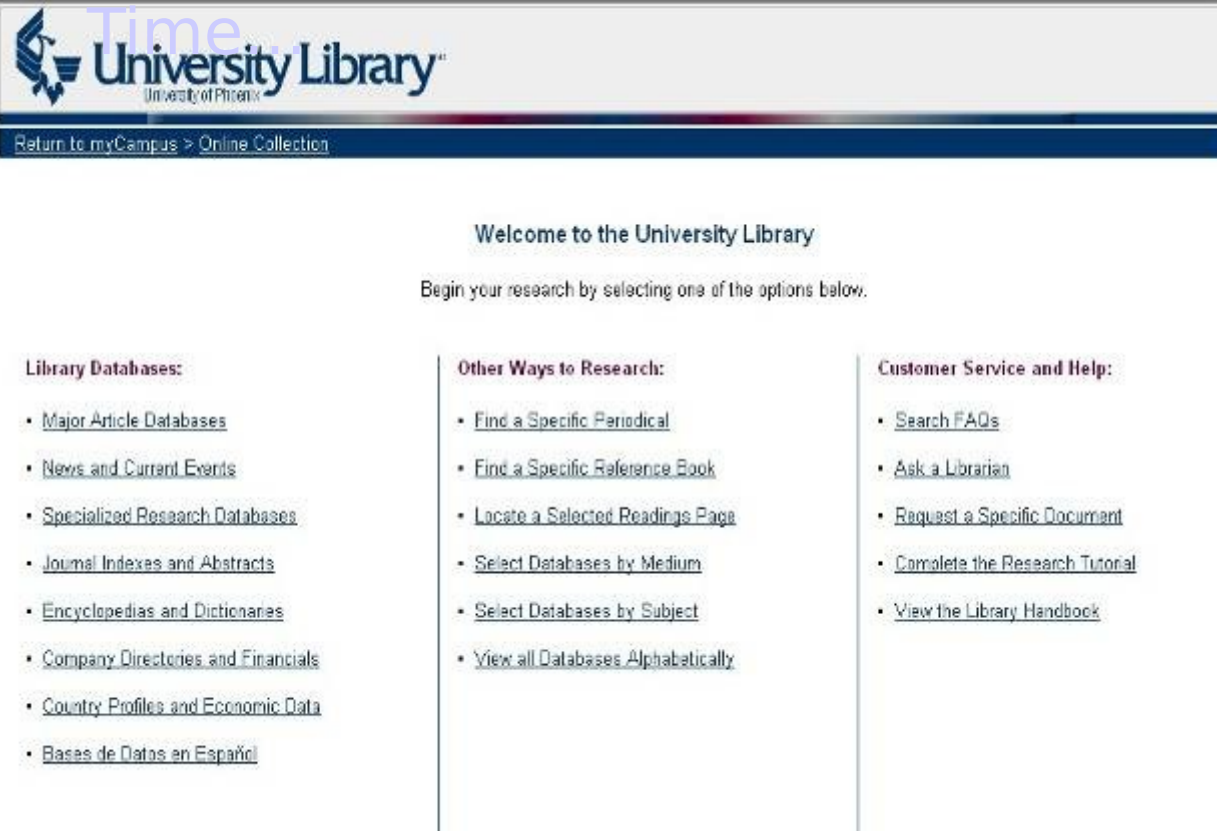
- » Inside-Out Case Studies
- » Created by University of Phoenix faculty members based on experiences in organizational settings
- » Behind-the-scenes look at organizations in conflict



University Library

- » Online collection for scholarly and professional materials
- » 40 databases, 13,250 journal and periodicals, and 500 reference books
- » 3,000 users per day and about 1.25 million articles accessed monthly

Today's Professionals Learn Just In



The screenshot shows the University of Phoenix Library homepage. At the top is the University of Phoenix logo and the text "University Library" with "University of Phoenix" underneath. Below this is a navigation bar with the link "Return to myCampus > Online Collection". The main heading is "Welcome to the University Library" followed by the instruction "Begin your research by selecting one of the options below." There are three columns of links: "Library Databases" (Major Article Databases, News and Current Events, Specialized Research Databases, Journal Indexes and Abstracts, Encyclopedias and Dictionaries, Company Directories and Financials, Country Profiles and Economic Data, Bases de Datos en Español), "Other Ways to Research" (Find a Specific Periodical, Find a Specific Reference Book, Locate a Selected Readings Page, Select Databases by Medium, Select Databases by Subject, View all Databases Alphabetically), and "Customer Service and Help" (Search FAQs, Ask a Librarian, Request a Specific Document, Complete the Research Tutorial, View the Library Handbook).

University Library
University of Phoenix

[Return to myCampus > Online Collection](#)

Welcome to the University Library

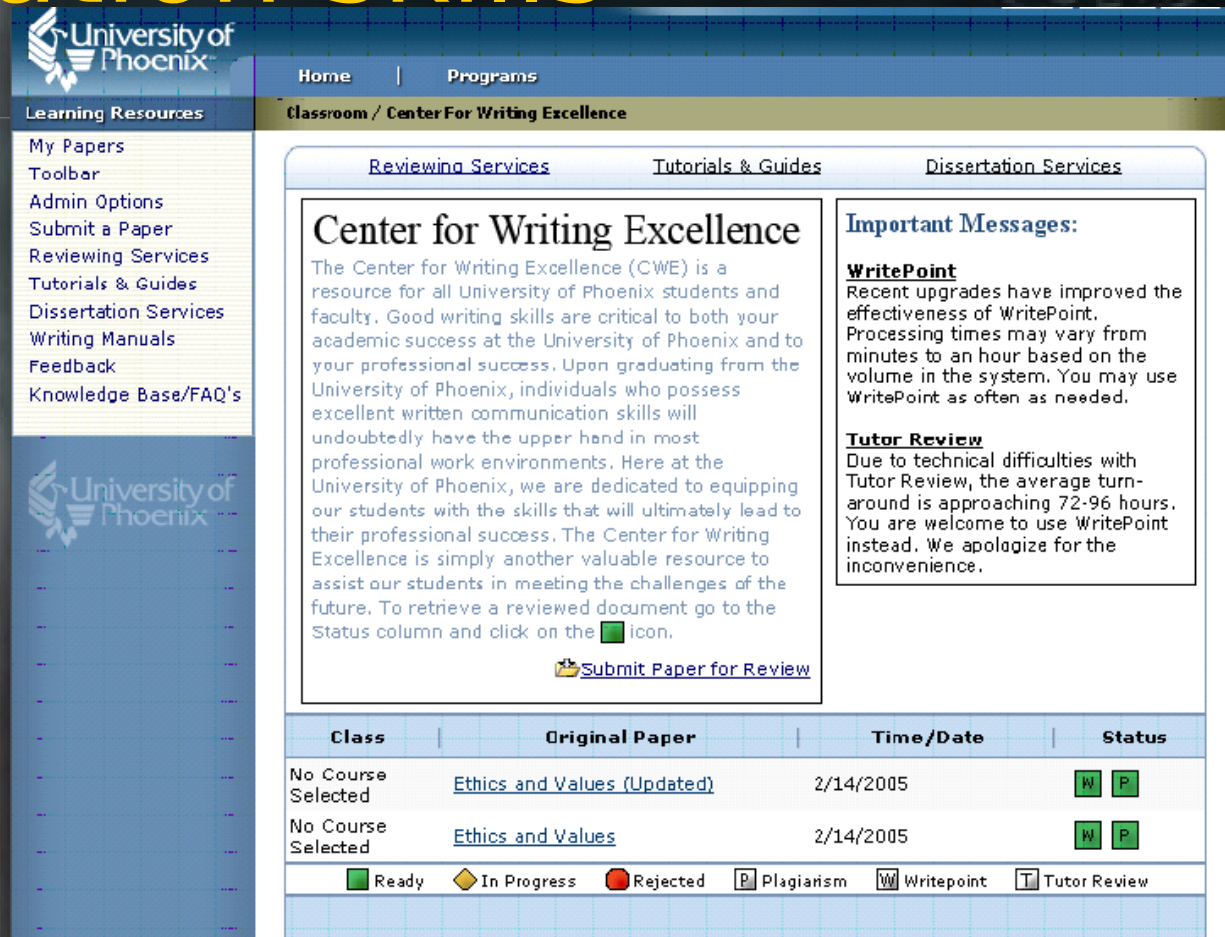
Begin your research by selecting one of the options below.

Library Databases:	Other Ways to Research:	Customer Service and Help:
<ul style="list-style-type: none">• Major Article Databases• News and Current Events• Specialized Research Databases• Journal Indexes and Abstracts• Encyclopedias and Dictionaries• Company Directories and Financials• Country Profiles and Economic Data• Bases de Datos en Español	<ul style="list-style-type: none">• Find a Specific Periodical• Find a Specific Reference Book• Locate a Selected Readings Page• Select Databases by Medium• Select Databases by Subject• View all Databases Alphabetically	<ul style="list-style-type: none">• Search FAQs• Ask a Librarian• Request a Specific Document• Complete the Research Tutorial• View the Library Handbook

Tools to improve written communication skills

WritePoint

- » Automated review of draft assignments
- » Focus on mechanics – grammar and word choice
- » Provides immediate feedback 24/7



The screenshot displays the WritePoint web application interface for the University of Phoenix. The header includes the university logo and navigation links for Home and Programs. A sidebar on the left lists various learning resources. The main content area is titled 'Classroom / Center For Writing Excellence' and features sections for Reviewing Services, Tutorials & Guides, and Dissertation Services. A central text block provides information about the Center for Writing Excellence (CWE) and includes a 'Submit Paper for Review' button. To the right, an 'Important Messages' box contains updates on WritePoint and Tutor Review. At the bottom, a table shows the status of submitted papers, including columns for Class, Original Paper, Time/Date, and Status.

University of Phoenix

Home | Programs


Learning Resources


- My Papers
- Toolbar
- Admin Options
- Submit a Paper
- Reviewing Services
- Tutorials & Guides
- Dissertation Services
- Writing Manuals
- Feedback
- Knowledge Base/FAQ's

Classroom / Center For Writing Excellence

[Reviewing Services](#) [Tutorials & Guides](#) [Dissertation Services](#)

Center for Writing Excellence





The Center for Writing Excellence (CWE) is a resource for all University of Phoenix students and faculty. Good writing skills are critical to both your academic success at the University of Phoenix and to your professional success. Upon graduating from the University of Phoenix, individuals who possess excellent written communication skills will undoubtedly have the upper hand in most professional work environments. Here at the University of Phoenix, we are dedicated to equipping our students with the skills that will ultimately lead to their professional success. The Center for Writing Excellence is simply another valuable resource to assist our students in meeting the challenges of the future. To retrieve a reviewed document go to the Status column and click on the  icon.







 [Submit Paper for Review](#)

Important Messages:

WritePoint
Recent upgrades have improved the effectiveness of WritePoint. Processing times may vary from minutes to an hour based on the volume in the system. You may use WritePoint as often as needed.

Tutor Review
Due to technical difficulties with Tutor Review, the average turn-around is approaching 72-96 hours. You are welcome to use WritePoint instead. We apologize for the inconvenience.

Class	Original Paper	Time/Date	Status
No Course Selected	Ethics and Values (Updated)	2/14/2005	 
No Course Selected	Ethics and Values	2/14/2005	 

 Ready  In Progress  Rejected  Plagiarism  Writepoint  Tutor Review

Tools to improve written communication skills

Plagiarism Checker

- » Evaluates originality of written work
- » Provides feedback to students or faculty member

Turnitin Originality Report (Print Version) - Microsoft Internet Explorer

Turnitin Originality Report [side-by-side version](#)

author: Alpha Assurance	word count: 3165
title: test craig	search targets: Internet, student paper database, ProQuest
submitted: 10-12-04 4:02 PM	paper ID: 14360911

version: # 1 (10-12-04) similarity index: ■ (6% matching text)

source	link	reanalyze and exclude ↕	match
Internet	http://134.186.81.70/aboutctc/agendas/march_1999/prep/prep5.html (archived copy)	<input type="checkbox"/>	3%
Internet	http://www.phoenix.edu/factbookweb/31.asp (archived copy)	<input type="checkbox"/>	2%
Internet	http://www.marylandgreyhounds.org/ (archived copy)	<input type="checkbox"/>	1%
Internet	http://www.mecha.com/~conkle/fuzion/oldfuzion.pdf (archived copy)	<input type="checkbox"/>	<1%

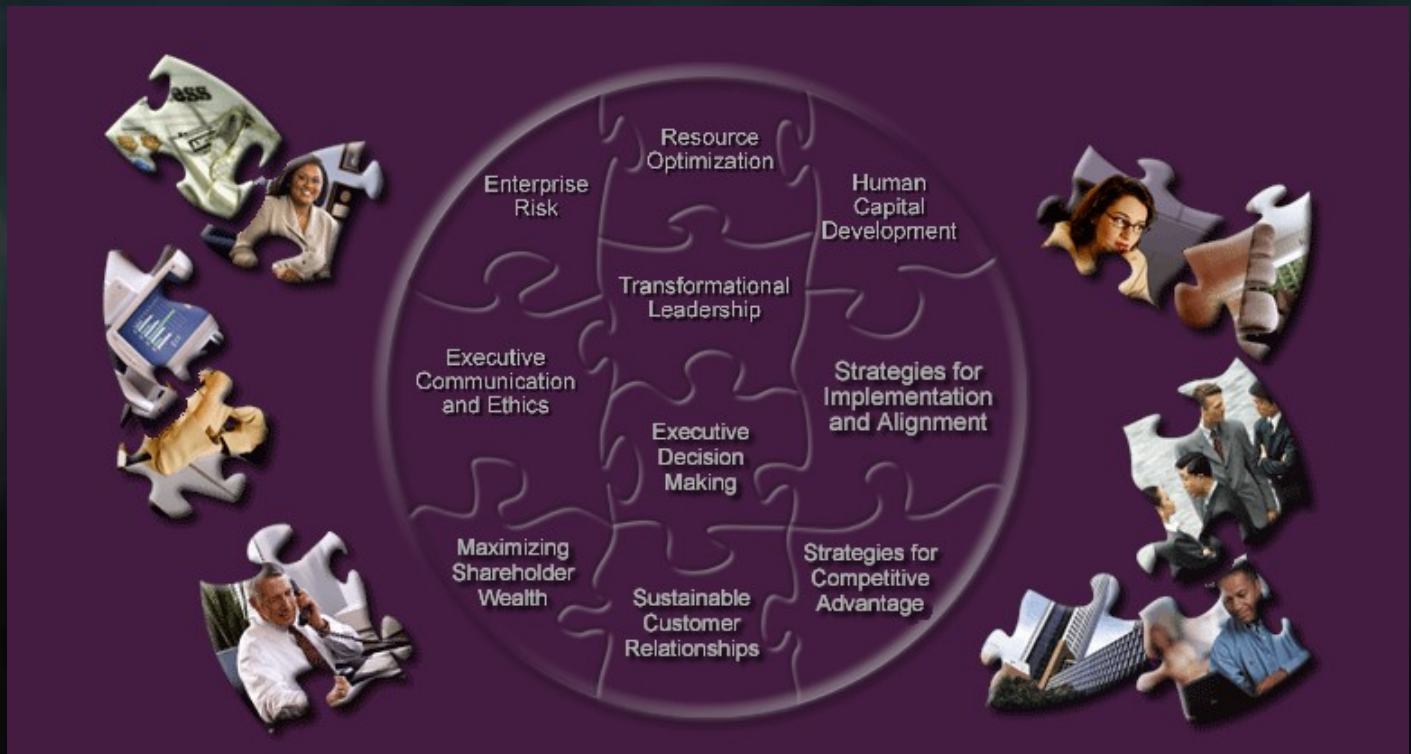
Report text:

PBL/MBA -- Guided experiential learning



- What should you know and be able to do
- 9-Step Process provides framework
- Presents learners with realistic professional scenarios that require them to define the problem and analyze, recommend, and defend their solutions
- Scenarios are presented via e-mail, meeting outcomes, data reports, personal conversations – just as information would be presented in a business setting
- Instructor guides individual/team process and application

PBL/MBA -- Guided experiential learning



The online classroom— structure with flexibility

Grounded in student-
faculty/student-student
collaboration



Technical Support

- » Serves students and faculty members
- » 24x7x363
- » 180,000 calls per month
- » 34 second average hold time

